

Leadership Alignment Plan



August 2005

Introduction

- Active and visible Leadership support for a program is critical to the program's success.
- Issues will inevitably arise during the execution of a program of any size. Without the support of Leadership, engagement in the program's activities and feelings of ownership for the program's success are unlikely for business representatives.



The difference between leaders and change managers . . .



Leader

- Sets and communicates vision and business case
- Identifies/ aligns key stakeholders
- Inspires people to follow
- Delegates and empowers
- Aligns behaviors and performance
- Provides stability through uncertain times
- Keeps a longer term organizational focus

Change Manager

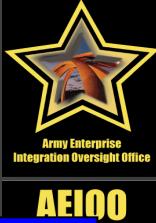
- Sets and communicates budgets and targets
- Develops appropriate capabilities
- Manages the implementation of change in their area
- Aligns organization and roles
- Motivates the affected people throughout
- Keeps a shorter term departmental or functional focus

- *More CEO's are fired for ineffective leadership than for poor financial performance. (1995 Korn Ferry report)*

**Leaders are not just people at the top of the organization hierarchy!
look for leaders at all levels!**



A successful implementation requires fully engaged and aligned leaders



Effective Change Leaders...

- Are visibly committed to the change – they're literally involved.
- Strengthen the vision and the strategy – they explain it time and again and make it more concrete to the people.
- Enthusiastically demonstrate the need for and benefits of change – they address the “what's in it for you”.
- Provide the right resources to the change effort – free up staff and budget to be assigned to the change program.
- Manage all stakeholders effectively – they go out and meet key stakeholders.
- Grow capability for the future – they provide time and resources for (skills) training.
- Remove obstacles – they manage the risks and resolve issues if needed.

Give a number of benefits:

- A single direction and focus for all employees – regular and consistent communications.
- Clarity around objectives, scope and approach of the program – provide a clear single picture of the path to follow.
- Shared understanding – all facing the same direction.
- An accelerated program of change – time won't be wasted on endless discussions and adjustment of views.
- A mobilized and aligned workforce – people move in same direction and are not confused.
- A positive and proactive attitude towards change throughout the organization – people want to get on with it and enjoy it.



What needs to be done?

Key Leadership Alignment activities

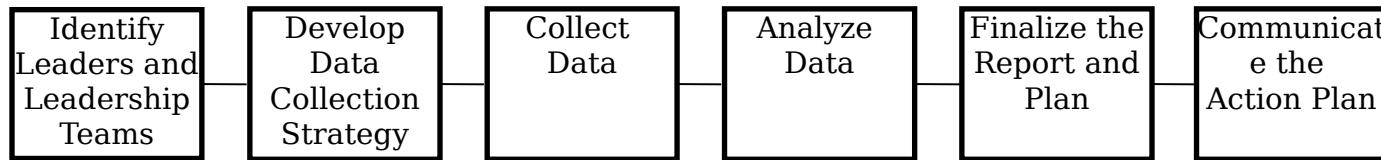
include:

Have both a short term and a long term focus.

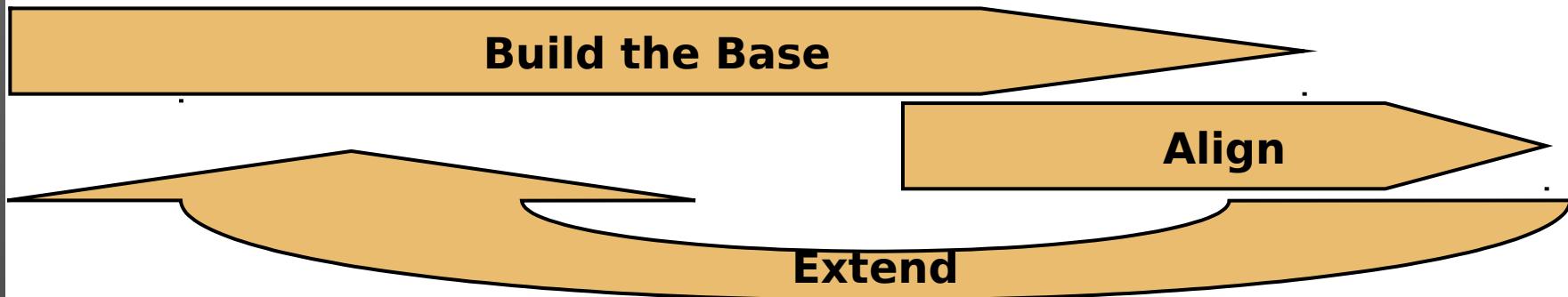
- Provide leadership awareness, then alignment, then involvement.
- Build a "constituency" perspective of leadership groups and individuals across the company.
- Share and orchestrate alignment activities among identified business leaders, process owners, and program Leadership.
- Focus on what the program needs leaders to do relative to the program solution.
- Involve appropriate leaders in problem solving when issues are identified that have or could have a negative impact on the program.
- Widen the leadership franchise to include key middle managers and supervisors impacted by the program. Build leadership alignment activity into the Process Owner, Process Lead, and Site Manager roles.
- Refresh leadership as the program moves from one implementation phase to another (e.g., Pilot site to a larger number of sites). Carefully choosing leaders relevant to the new phase is critical to maintaining strong overall leadership alignment.

How will we do it?

Steps:



The Interview and Workshop Approach for Completing the Steps



This plan addresses how to use an interviewing and workshop approach to complete the detailed steps discussed in the *Leadership Alignment Guidelines*.

Suggestions of questions for the interviews are found in the *Leadership Alignment Interview Guide*.

— Army Enterprise Integration Oversight Office, CIO/G-6

Build the Base: Awareness

Build the Base

- (program Sponsor) needs to set the scene with a statement of “our long-term plan is to have a global, common system for developing (organization’s) employees so that . . . etc.”
- Conduct one-on-one interviews with key leaders that will form the base of the Leadership network for the program, informing them of key program objectives and asking “What must the program deliver to be successful?”, “What needs to be done to make the program successful?”, and “What will your role be in making the program a success?” The initial “core leadership network” involved in interviews is . . .
 - program Sponsor
 - Process Owners
 - Steering Committee Members
 - Key Business Leaders
 - program Leadership Team
- Provide interview report (**Leadership Alignment Assessment Draft Report**) to interviewees. There will probably be a big discrepancy between the level of involvement that members of the core leadership group see for themselves in making the program successful.



Align

Improve Enrollment and Accelerate Alignment

Conduct an integrated walkthrough with process threads, key decisions, defined impacts, etc. with the targeted outcome being leaderships' increased:

- Understanding of the program solution and its integration with other processes and existing systems.
- Support for the solution and their role in its successful implementation.
- Discussion of the business' role in the releases and establishment of Change Teams. Then reach a common understanding of the core leadership groups role in sponsoring the teams.
- Definition of "next steps".

Build in the recommendations from the Leadership Alignment Assessment Draft Report



Extend: Additional Leaders

Confirm Enrollment and Operating Agreement

- Extend interviews to “second tier” business leaders based on interview results.
- Conduct a second series of one-on-one interviews to:
 - Validate understanding and support.
 - Reinforce the role of the leaders as it relates to the program’s success.
 - Provide interview report (**Leadership Alignment Assessment Draft Report**) to interviewees.
 - Document open issues, concerns, next steps, and leaderships’ operating agreement going forward.



Extensive experience has identified key tips, techniques, and cautions

Tips and Techniques

- Work with both senior management and key influencers at all levels.
- Allocate clear accountabilities and publicly monitor and measure.
- Celebrate (interim) successes.
- Focus on being a good leader, not just a popular one.
- Align leaders words with actions and focus.
- Provide early feedback (positive and constructive).

Cautions

- The program team member must be perceived as an equal to the leadership team.
- Don't become a political football.
- Ensure support from the person to whom the leader reports.
- Beware of slipping back to old ways of behaving.
- Don't let the leaders get too far ahead, leaving their people behind.

